

SALINAS VALLEY RECYCLES STRATEGIC PLANNING RETREAT

January 25, 2017 * 128 Sun Street, Salinas

Marilyn Snider, Facilitator—Snider and Associates (510) 531-2904
Michelle Snider Luna, Graphic Recorder — Snider Education & Communication (510) 610-8242

MISSION STATEMENT

To manage Salinas Valley solid waste as a resource, promoting sustainable, environmentally sound and cost effective practices through an integrated system of waste reduction, reuse, recycling, innovative technology, customer service and education.

VISION STATEMENT

To reduce the amount of waste by promoting individual and corporate responsibility.
To recover waste for its highest and best use while balancing rates and services.
To transform our business from burying waste to utilizing waste as a resource.
To eliminate the need for landfills.

CORE VALUES

not in priority order

Innovation

Integrity

Public Education

Efficiency

Fiscal Prudence

Resourcefulness

Customer Service

Community Partnerships

THREE-YEAR GOALS

2016 - 2019 * not in priority order

Select and implement facilities (e.g., Salinas Area Materials Recovery Center) and programs that lead to achievement of at least 75% waste diversion

Reduce landfill disposal fee dependence through self-funded programs and new revenue sources

Promote the value of SVR services and programs to the community

Maintain a high performance and flexible workforce

STRENGTHS & ACCOMPLISHMENTS

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF SALINAS VALLEY RECYCLES SINCE THE JULY 2016 STRATEGIC PLANNING RETREAT?

Brainstormed Perceptions:

- Customer service
- Hardworking and dedicated employees
- Took over Jolon Road operations
- Outreach is really great—our numbers are high
- Established a garden with a compost area at Sun Street
- Created a new set of commercials
- Permit compliance
- Financial audit without a management letter
- Reduced our deficit position by \$4 million
- Board implemented an Employee Longevity Program
- Have engaged and passionate Board members
- Our recycling store (MRC) continues to bring in more people
- Established mobile collection for household hazardous waste (HHW)
- Citizens Advisory Group has effectively given the Board input
- Completed reports on alternative energy projects
- Did live radio interviews
- Each Board member has made a commitment to participate in at least one community event
- We are still here talking
- Received quarterly input from the employees
- Increased the medical waste collection
- Getting close to 75% diversion—we are at approximately 72%
- Employees are like a family
- Jolon Road facility improvements
- Our PSA is really great—we get lots of feedback that people like it
- Plan established to provide mobile collection services for South and North County
- Hired a college intern to assist with social media outreach
- We updated entry signs at all SVR sites
- Completed water supply studies on all SVR sites
- We held employee safety training
- Established an employee alert communication system
- Employees appreciate when the Board members attend the Employee Appreciation Dinner
- We had a positive article in Waste Advantage magazine
- Wally Waste Not award—received 14 school applications within a week of opening up to promote recycling and receive a \$1500 award, if successful
- Conducted our first, successful Fix It Clinic

NEXT STEPS/FOLLOW UP PROCESS

WHEN	WHO	WHAT
January 26, 2017	General Manager	Distribute the Strategic Planning Retreat record to meeting attendees and invitees, as well as the City Managers and County Administrator.
Within 48 hours of receipt	All	Read the retreat record.
January 30, 2017	General Manager	Place the “Strengths & Accomplishments” on the website.
By February 10, 2017	General Manager (lead) and Management Team	Share the draft Strategic Plan with employees.
At the February 16, 2017 Board meeting	Board of Directors	Formally adopt the Strategic Plan.
By February 17, 2017	Board Members	Share the updated Strategic Plan with their public agencies.
Monthly	Board & General Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Erika	Prepare and distribute the written Strategic Plan Objectives Grid update to the Board and all employees.
July 24, 2017 12:00-4:00	Board & Management Team	Strategic Planning Retreat to: - more thoroughly assess progress on the goals and objectives. - develop strategic objectives for first six months of the new Strategic Plan.